3.0 STRATEGIC PLANNING.

Fort Benning has a dynamic planning process involving the Quality Executive Steering Team (QUEST). Our strategic planning process is a continuous cycle of planning and program development that allows us to respond quickly to new opportunities, shifting environmental conditions, and changing customer needs.

3.1 STRATEGY DEVELOPMENT.

3.1a Operational Plans To Strengthen Customer Related, Operational, And Financial Performance. The Fort Benning strategy development process begins with a data collection phase by incorporating our mission, dictated by Department of the Army (DA), and our vision for the Installation. A Strength/Weakness/Opportunity/Threat (SWOT) analysis is first performed by each Key Process Team (KPT). This information is briefed at an off-site conference and compiled into an installation perspective at which time, Key Business Drivers (KBDs) are determined. KBDs are determined by gauging the difference between current and desired performance, then using the SWOT analysis to determine the areas driving our performance in the near and far term.

FORT BENNING STRATEGIC PLANNING PROCESS

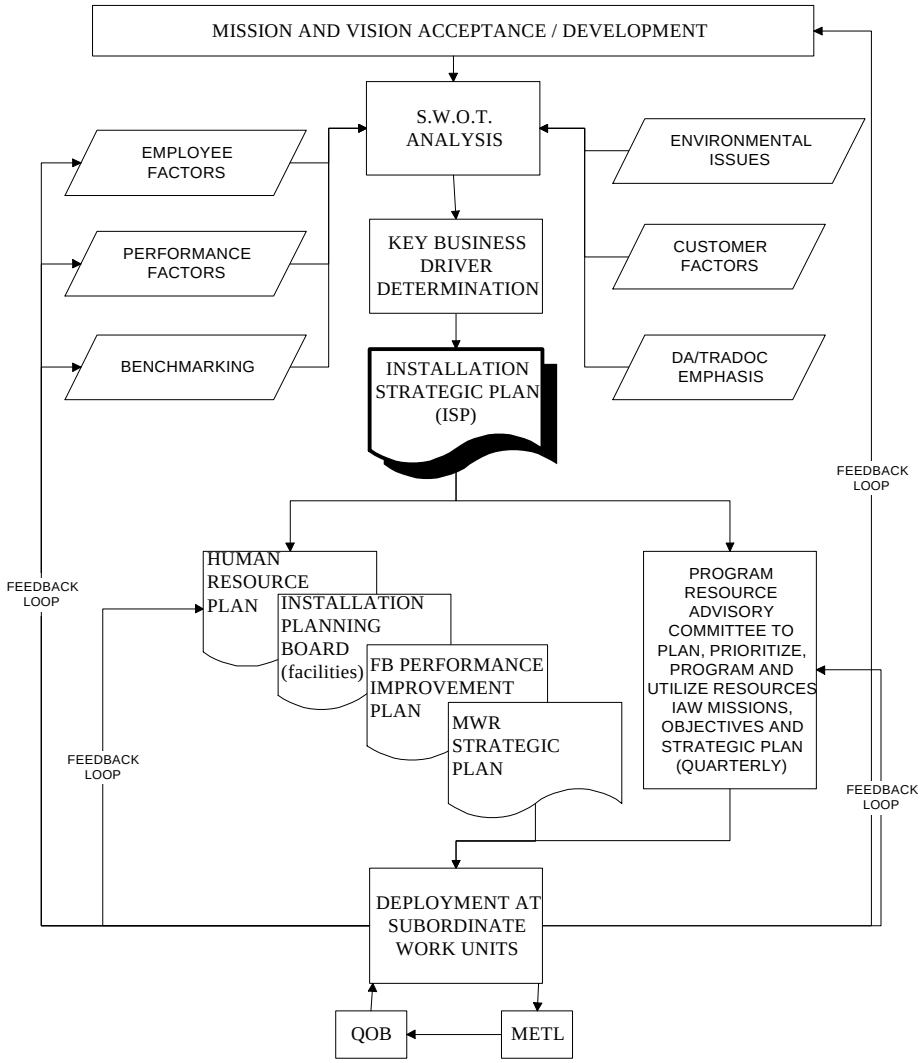

Figure 3.1

The Installation Strategic Plan (ISP), formerly called Installation Management Action Plan (IMAP), serves as the framework for installation strategy development. It incorporates the vision, mission, SWOT, and KBDs of the installation. The output is a yearly guidance document used as the basis for all strategic processes and planning documents. Four supporting planning documents and processes are used to develop a strategy for installation performance and process improvement:

- The Fort Benning Performance Improvement Plan identifies the critical performance measures for each Key Process (KP). These performance measures are briefed quarterly to the QUEST.
- The Installation Planning Board is held yearly to identify and prioritize infrastructure

deficiencies, and clarify areas to be submitted for inclusion in the Army Military Construction Program.

- The Morale, Welfare, and Recreation (MWR) Strategic Plan is utilized to identify opportunities for further enhancement of soldier, employee, and family MWR activities. An outcome of this plan is the new ten-plex theater/partnership.

- Human Resource Planning Documents enable Fort Benning to identify and recruit qualified military and civilian personnel, and plan for and offer career development opportunities through education and training. They also promote efficient organizational structures while providing a safe environment and enhancing personal growth, advancement, and equal opportunity.

Customer Expectations. The majority of our customers' needs are captured in Army long-range planning documents, such as the Army Master Plan and the Army Modernization Plan. For our Special Operations Command (SOCOM) and Forces Command (FORSCOM) customers, we maintain and execute Operations and Contingency Plans, and DA Mobilization Plans, all of which clearly define specific operational requirements. This guidance from the customers provides a general set of assumptions for strategic use. Specific customer requirements are generated during all phases of the strategic planning cycle. Tenant customers are included in KPTs for the SWOT analysis, all off-site conferences, and in the ISP process. They also use the four supporting planning documents.

SWOT ANALYSIS INPUT					
EMPLOYEE FACTORS	**PERFORMANCE FACTORS**	**BENCHMARKING**	**ENVIRONMENTAL ISSUES**	**CUSTOMER FACTORS**	**DA/TRADOC EMPHASIS**
Organizational Structure	**Support Services**	**Core Competencies**	**Societal Issues**	**Customer Expectations**	**Future Initiatives**
HR Demographics	**Partnerships and Suppliers**	**Current Processes**	**International Political Issues**	**Future Possible Markets**	**Quality Initiatives**
HR Policies	**Technology Status**	**Breakthrough Opportunities**	**U.S. Political Climate**	**Competitor Markets**	**Budget & Budget Guidance**
Management and Leadership	**Information Management**		**Environmental Issues**	**Community**	**other MACOMs**
Organizational Culture	**Facility Infrastructure**		**Regulatory Environment**		**DCS Guidance**

Figure 3.2

The Base Realignment and Closure (BRAC) regionalization of activities has assisted Fort Benning in acquiring several new tenant activities in recent years: the U.S. Army Physical Fitness School, the Chaplain's Family Life Center, the Dental Activity Residency Program, and the Southeast Civilian Personnel Operations Center. In addition, four Active Army units have been restationed or activated at Fort Benning. Plans are currently being discussed to acquire the ROTC Summer camp and regional headquarters. The Army's Infantry Basic Non-Commissioned Officer Course is being consolidated at Fort Benning. These new tenants and activities differ in customer requirements and must be evaluated and supported by specific Installation Support Agreements. Being named one of fifteen Power Projection Platforms (PPP) in the United States also expands our customer requirements for services to an unpredictable customer base.

Competitive Environment. In providing Base Operations (BASOPS), we have a unique perspective and a different environment to deal with. We continuously assess local providers of goods and services as a critical component of our strategic planning process. Furthermore, due to increased competition with other installations, we specifically address our potential competitors in our strategic planning process.

Risks. Technological risks are accounted for in two DA initiatives: Force XXI and Installation XXI. Force XXI is concerned with the ability to train, deploy, and support a digitized force. The risk associated with new technology development is obvious. Installation XXI is similar except the issue is to keep installations current or ahead of the rapidly changing technology base. Constant attention must be directed to ensure that communication systems (Local Area Network, etc.) continue to meet user needs and requirements. We enjoy a close partnership with our neighboring communities, Columbus, Georgia, and Phenix City, Alabama, and are mindful of the societal responsibility of our actions--disaster relief, mass casualty evacuation, and fire fighting. Community interface is achieved through a cooperative Tri-Community Action Plan, Civilian-Military Council, and Army sponsored corporate executive visits. An example of our public involvement is our recent support of the Olympics by housing Olympic athletes and supporting the Women's Olympic Softball Venue.

Organizational capabilities are continually assessed for our KPs. Most Fort Benning organizations have the capability to respond to additional requirements, such as increased training loads. This is especially true when we execute our mobilization missions. Contingency missions must be continually reviewed in the event of a required training base expansion.

The Five Year Master Plan (Installation Planning Board document) identifies long-term facility and infrastructure construction requirements and deficiencies based on anticipated and known changes to the installation's mission. The Installation Status Report (ISR) is used to identify deficiencies and highlight weak infrastructure points. Additionally, information from the ISR is forwarded to DA for additional support of installation construction projects. A customer focus is evident in the capital construction plan and in Major Army Construction projects as they deal primarily with improvements to living quarters for soldiers.

Supplier capabilities are important factors in developing strategy. They are considered during the SWOT analysis and goal development phase of the off-site strategic planning process. As we refine our data collection techniques, we are often able to determine supplier capabilities and inputs. In the Force Projection KP, one of the critical data elements is supplier ability. For this reason, the Equipment Serviceability process was prioritized and is being benchmarked (Figure 2.7). Supplier capability for each process step and owner of repair parts requisition is monitored to assist in providing improved overall support to Equipment Serviceability from a supplier viewpoint.

3.1b Translation into KBDs. The translation process begins at the KP level. Each KPT meets to determine the most influential impacts. After each KP has undergone a SWOT analysis, the results are presented to the QUEST at an off-site conference. Here, the QUEST conducts a group discussion to determine validity of the KP findings. Fort Benning translates its strategies and plans into KBDs (KBDS are defined in Figure 3.4) by evaluating overall vision, mission, and objectives, then determining which of the SWOT factors has the highest relation to the difference between current operations and where we desire to be in the future (Figure 3.1). SWOT analysis attempts to capture all influences that have a bearing on the future. Any area not covered can be added at the discretion of the KP owner. Once the KBDs are agreed upon by the QUEST, they are deployed through the KPs.

3.1c Evaluation and Improvement Of Strategic Planning and Plan Deployment. We have taken dramatic steps toward improving our strategic planning process within the last few years. Following are the milestones attained during our journey to improve our strategic planning cycle.

STRATEGIC PLANNING MILESTONES

1992	DPW Five Year Plan is primary planning document
1993	Use of DA IMAP to support eight DA goals for new installation paradigm
1995	Adoption of APIC and establishment of KPTs for strategic development
1996	Development of the Fort Benning Performance Improvement Plan
1996	Benchmarking of Installation strategic planning process and streamlining of overall process inputs

Figure 3.3

Our Quality Management Division guidance requires each KPT leader to maintain his respective KP assessment and KP Strategic Plan. It allows for the uniqueness of each KP to set its own direction and formulate its own goals to meet its specific operational objectives. Consequently, our strategic planning process is tailored to each KP.

Within the last year, we have evaluated the strategic planning process to interject a more streamlined approach and ensure increased longitudinal coordination. To do so, Fort Benning has benchmarked with Best Practice organizations. Mainly, our efforts have been focused on studying the strategic planning processes of several of our sister installations who were Presidential Quality Award winners, Baldrige contestants, and previous Army Communities of Excellence award winners. After review, the processes were then evaluated as to their need and applicability to Fort Benning. From that, a revised strategic planning process was formed.

An After-Action Report (AAR) or "hotwash" is performed to evaluate the off-site strategic planning process. This ensures that all areas are covered and each step of the process is necessary. It allows an opportunity to revise the process as needed. This cyclic process improvement follows the process improvement model identified in Category 5.2.

3.2 STRATEGY DEPLOYMENT.

3.2a Business Drivers and Translation of Drivers into an Action Plan. Goals and linking goals are developed from the ISP with responsible owners identified accordingly. Once strategies have been developed, several means of deployment are used that allow for continual monitoring and short-term adjustments. They are the Quarterly Operations Briefs (QOB), which are monitored at the directorate level and Quarterly Training Briefs (QTB), which serve the same purpose for the U.S. Army Infantry School as the QOB does for the directorate staff. Another major process of strategy deployment occurs during our Program Resource Advisory Committee (PRAC) meetings.

Figure 3.4 depicts how each KBD is directly linked to one or more of our KPs, and how our KBDs translate into performance measures, goals, and improvement strategies. We have linked our measures to the data collection process identified in Figure 2.5. These metrics are standard areas evaluated by all TRADOC installations. This creates the competitive comparisons that lead to continuous improvement.

KEY BUSINESS DRIVER (KBD) AND KEY PROCESS (KP)	MEASURE	1996 GOALS	1999 GOALS	STRATEGY/ DEPLOYMENT
KBD # 1: Provide quality Infantry soldiers to the force with reduced resources. **KP: Infantry Training & Base Operations**	**Resource Index, profitability, budget, manpower trends, operating costs, financial data analysis, customer satisfaction.**	**Increase of 5%, meet or exceed DA standards**	**Increase of 10%, meet or exceed DA standards**	**Streamline processes, increase standards**
KBD # 2: Maintain the installation standards to train the student load and project the force with reduced manning. **KP: Infantry Training, Base Operations & Force Projection**	**TDA documents, ability to meet mission requirements.** **Unit Status Report, deployability, safety.**	**Meet or exceed DA standards, maintain performance levels**	**Meet or exceed DA standards, maintain performance levels**	**Maintain effective levels of performance, streamline processes**
KBD # 3: Increase technologies for the future Infantry doctrine and equipment needs. **KP: Infantry Future & Infantry Doctrine**	**AWE, AARs, ability to meet mission requirements, review new technology.**	**Non-lethal technology, advanced E-mail system, dismounted soldier**	**ATM system, particle beam technology, non-nuclear electro-magnetic pulse**	**Prudent use of automation, seek out new warfighting technologies**
KBD # 4: Identify key facilities and real property infrastructure and provide adequate resources to maintain them. **KP: Base Operations, Force Projection**	**Work request response time, customer feed-back, construction deficiencies, MCA received, maintenance and facilities costs, energy usage.**	**Lessen response time by 24 hours, MCA as projected**	**Lessen response time by 2 days, MCA as projected**	**Automated work order management system, IPRs, MCA marketing package**
KBD # 5: Increase productivity through training and motivating the work force for mission accomplishment in a constrained resource environment. **KP: Base Operations**	**Inputs/outputs, organization effectiveness, surveys, civilian personnel training and recognition, timeliness.**	**Increase of 5%, obtain regionalized functions**	**Increase of 10%**	**Employee development & empowerment, streamline processes, develop key measures**
KBD # 6: Provide customer satisfaction by meeting customer requirements **KP: Base Operations**	**Comment cards, customer feedback, supplier and product performance, linkage to KP goals, financial performance, mystery shopper.**	**Achieve average of 3.6 or better on customer comment cards**	**Achieve average of 3.8 or better on customer comment cards**	**Open customer communication channels, increase customer surveys to determine requirements, enhance complaint processes.**

Figure 3.4

Deployment of Operational Performance Measures. In most cases, QOBs and QTBs will align Mission-Essential Task Lists (METL) with internal performance measures. METLs are developed at each directorate organization to relate installation and KP activities to organization functions. METLs are then developed at the subordinate organization in support of the parent organization. This continues down the organization to branch level in most cases. At the individual level, goals and objectives are developed to support higher goals through the use of the Total Army Performance Evaluation System (TAPES) for civilians and the Officer Evaluation Report (OER) and Non-Commissioned Officer Evaluation Report (NCOER) systems. To emphasize the importance of customer satisfaction, maintaining excellence in customer services is a major performance objective in all senior level evaluation reports. Additionally, benchmarks and benchmarking processes are used to generate improvements based on the KBDs. For each of the KPs, a benchmarking Process Action Team (PAT) was established to start relative performance measures and generate large scale improvements.

Supplier/Partner Targets. In areas where we have a long-term task associated with a product or service, we maintain a close and continuous relationship with our suppliers. In this manner, when such large-scale strategic proposals like contracting out entire services occur, i.e., water or sewer, then the installation is in a better working relationship to negotiate and the supplier is more informed on how to proceed with the

strategic endeavor. Use of Installation Support Agreements (ISA) allow for alignment of common services with our partners on the post.

Productivity/Cycle Time Targets. Productivity and cycle time improvements, and reduction in waste, are included in plans and targets as the strategic plan is disseminated to individual work units. Some of those key areas we assess are resources, waste elimination, environmental issues, supplier cost, and availability. We also look for areas to cut costs, cycle time, and achieve a better return for our investment. In most cases this is done through occasional monitoring of performance measures relative to stated standards. Quarterly, yearly, or long-term goals are stated in the QOB and QTB.

Principal Resource Commitment. Fiscal data is considered in our strategic planning process and is one of the key elements required to develop our plans. The most common means of providing financial data is through junior and senior PRACs. In each activity, program directors distribute their budget to the work unit level, where the individual who prioritizes work assignments is the same individual who allocates the budget. One outcome of the PRAC is the Funds and Function Worksheet, unique to Fort Benning, which correlates dollar estimates with various activity levels of service. Levels of service then can be prioritized according to short-term strategies and in alignment with Installation goals. The principal resources committed, prioritized, and programmed are funds, manpower, materiel, and facilities.

3.2b Projections of Key Measures and/or Indicators. Projections for key measures and indicators are identified in the short- and long-term strategies identified in Figure 3.4.

From a management perspective, we anticipate the installation population to grow due to the restationing of units and the consolidation of some training functions. Concurrently, we expect to have a leaner and smaller core organization by eliminating middle management layers and streamlining support processes. Automation will ease the communication flow and allow access to an improved review of the performance measures. We will have automated links to our primary customers and suppliers, which will enable us to assess their requirements and satisfaction on a continuous basis. Additionally, increased use of benchmarking will allow leaps in performance necessary for competitive advantage.

Operationally, we will have made significant strides in making Force XXI a viable reality for the force. Fort Benning will be at the forefront of developing and fielding technologically advanced warfighting systems. We will have published sound warfighting doctrine to cover the entire operational spectrum, especially for those contingencies in the stability and support operations. The use of simulations will increase and provide a low cost means of evaluation for examining new tactical concepts, emerging technologies, and other operational factors relevant to the Infantry force. We will take advantage of advanced electronic communications media to create "wall-less" training within TRADOC and Army-wide. Force Projection will remain one of our key missions, with ever-increasing usage as a training site by other posts, other Defense services, and Joint Training Exercises. Further, our involvement in projecting world assistance will continue to increase as we move toward being the Premier PPP of the Army--a notable position considering we are an installation under guidance of the TRADOC rather than the FORSCOM.

In conclusion, Fort Benning will continue to grow, become more efficient, and provide quality products and services while simultaneously improving our performance as we enter the 21st Century. Additionally, we have every intention to continue being recognized Army-wide as the Best Army Installation in the World! ***"I AM THE INFANTRY, FOLLOW ME!"***